

# 2006 GAME PLAN

ACCELERATING MOMENTUM



UNITED STATES ARMY



**CALL TO DUTY**  
230 YEARS OF SERVICE TO OUR NATION



# Key Points

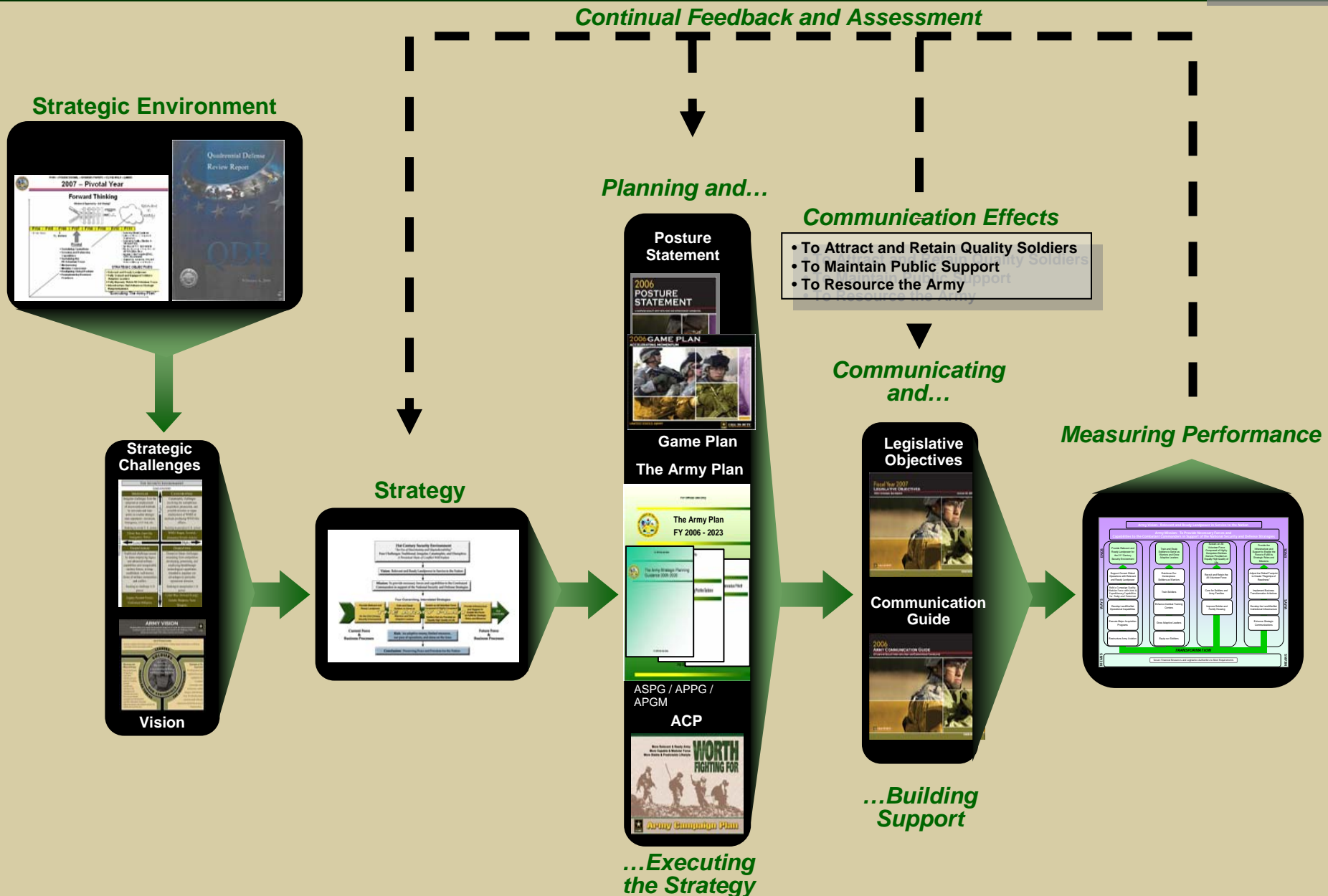
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- **This is a pivotal time.** The progress that we make over the next 12 to 18 months will determine our ability to continue to accomplish our mission and to position ourselves properly for the 21st century.
- **Our window of opportunity is not assured.** As support for supplemental funding diminishes, and budget pressures intensify, we will experience downward fiscal pressure.
- **To exploit the opportunity we've been presented, we must *accelerate* our transformation.** We will stick with the priorities we've established and adhere to the concept and outline of our plan. We will work to include our most strategically important priorities in the program, and maintain balance across the force as our supplemental budget changes.
- **Leaders will determine our success.** This Game Plan summarizes key elements of The Army Plan and provides guidance to assist you in your work. It does not provide a great deal of new material. Rather, it compiles key ideas, tools, and information to increase your ability to understand and to communicate our need to accelerate our momentum.

**Reinforces the centrality, importance, and intent of the Army Campaign Plan**

# Enabling Acceleration

As of 29 March 200



**Campaign Plan ... Legislative Strategy ... Communication ... Metrics**



# How Does the Game Plan Reinforce Key Strategic Documents?

**Army Strategic Planning Guidance (ASPG):** Next 10-20 Years

**FOCUS: CLARIFYING CURRENT AND FUTURE STRATEGIC CAPABILITIES**

**Army Campaign Plan (ACP):** Next 10 Years

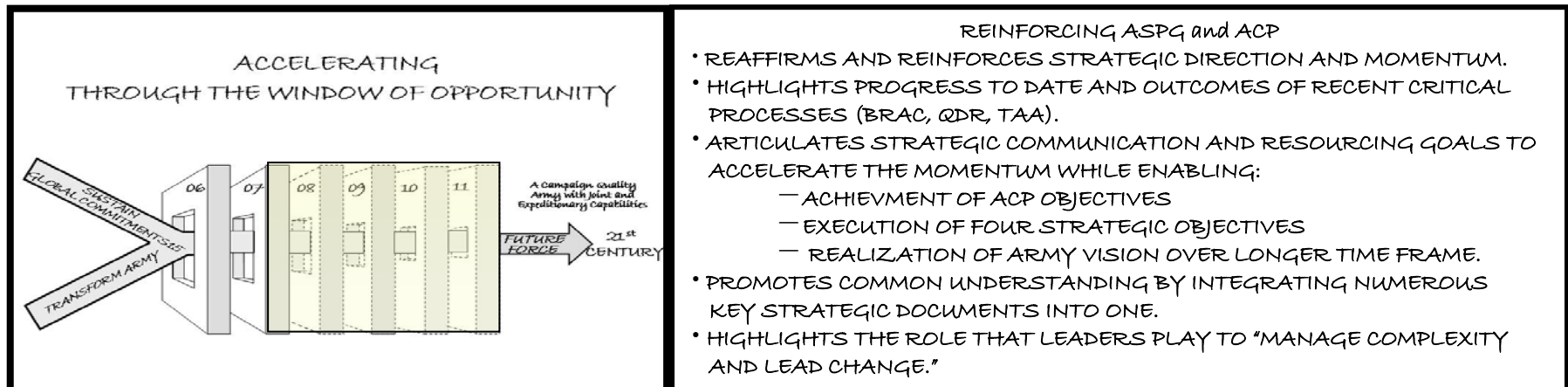
**FOCUS: TRANSFORMING TO CREATE A JOINT AND EXPEDITIONARY ARMY . . . NOW**

**Game Plan:** Next 1-2 Years

**FOCUS: UNIFYING EFFORT, REINFORCING INTENT, CLARIFYING LEADER ROLES ... AND CHANGING CULTURE** (ACCELERATING MOMENTUM THROUGH THE DIMINISHING "WINDOW OF OPPORTUNITY")

**Army Posture Statement:** Next Year

**FOCUS: COMMUNICATING ARMY VISION, STRATEGIC GOALS, COMPELLING NEEDS, AND ASSESSMENT OF RISK** (HIGHLIGHTS ACCOMPLISHMENTS)



**Unify effort, reinforce intent, clarify leader roles, change culture and accelerate through window of opportunity.**





# The Army Game Plan



## 18 Enclosures



1. Planning and Execution
2. Army Campaign Plan, Change 3
3. Safety and Composite Risk Management
4. 2006 Quadrennial Defense Review
5. Future Combat Systems
6. Force Structure Decisions
7. Stationing
8. Army Force Generation Model
9. Actionable Intelligence
10. Adapting the Army Command Structure
11. Reorganization of the Senior Civilian Executive System
12. Business Transformation
13. Strategic Management System
14. Army Focus Areas
15. Communicating and Building Support
16. Operational Force Vice Strategic Reserve
17. Army Sustainability – The Army Strategy for the Environment
18. Helpful Websites

This Game Plan describes the strategic challenges we face and reinforces the centrality, importance, and intent of the Army Campaign Plan.

The Game Plan performs four other key functions:

- Reinforces this year's Posture Statement, which describes our situation, our Army Vision, our accomplishments (since 9-11 and during the past year), and our compelling needs.
- Explains how we will measure the execution of our strategy – to stay on course.
- Explains how several key Departmental processes have evolved to increase their value to you.
- Highlights key decisions made in recent months regarding Defense strategy, basing, force structure, and many other areas.



# Leader Priorities

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## OUR CHALLENGE

- Accelerate through this window of opportunity before it closes.
- Remain *focused on our priorities and the essential aspects of our plan* to realize the Army Vision.
- Promote understanding of our strategic direction.
- Adhere to the general guidelines listed below:

### **LEADER PRIORITIES**

- **Accelerate Momentum**
- **Don't "Live Rich"**
- **Reinforce Safety**
- **Measure Performance**
- **Maintain Property Accountability**
- **Communicate the Army Story**
- **Build Support**



# Description of Available Versions

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There are three versions of the Army's 2006 Game Plan. Each consists of a letter signed by the Secretary of the Army, Chief of Staff, Army, and the Sergeant Major of the Army (SMA), a six-page basic document, and 18 one-page enclosures.

- Version 1 – Posted to AKO Senior Army Leader Page (SALP): The primary version. Provides links to 157 **FOUO** and **Unclassified** strategic plans and documents, senior leader directives and guidance, information papers and briefings, and helpful websites.
- Version 2 – Web enabled CD Rom: Provides links to 137 Unclassified products, and takes you back to AKO SALP for all FOUO products.
- Version 3 – Posted to Army.mil: Provides 0 links.

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# 2006 GAME PLAN

ACCELERATING MOMENTUM



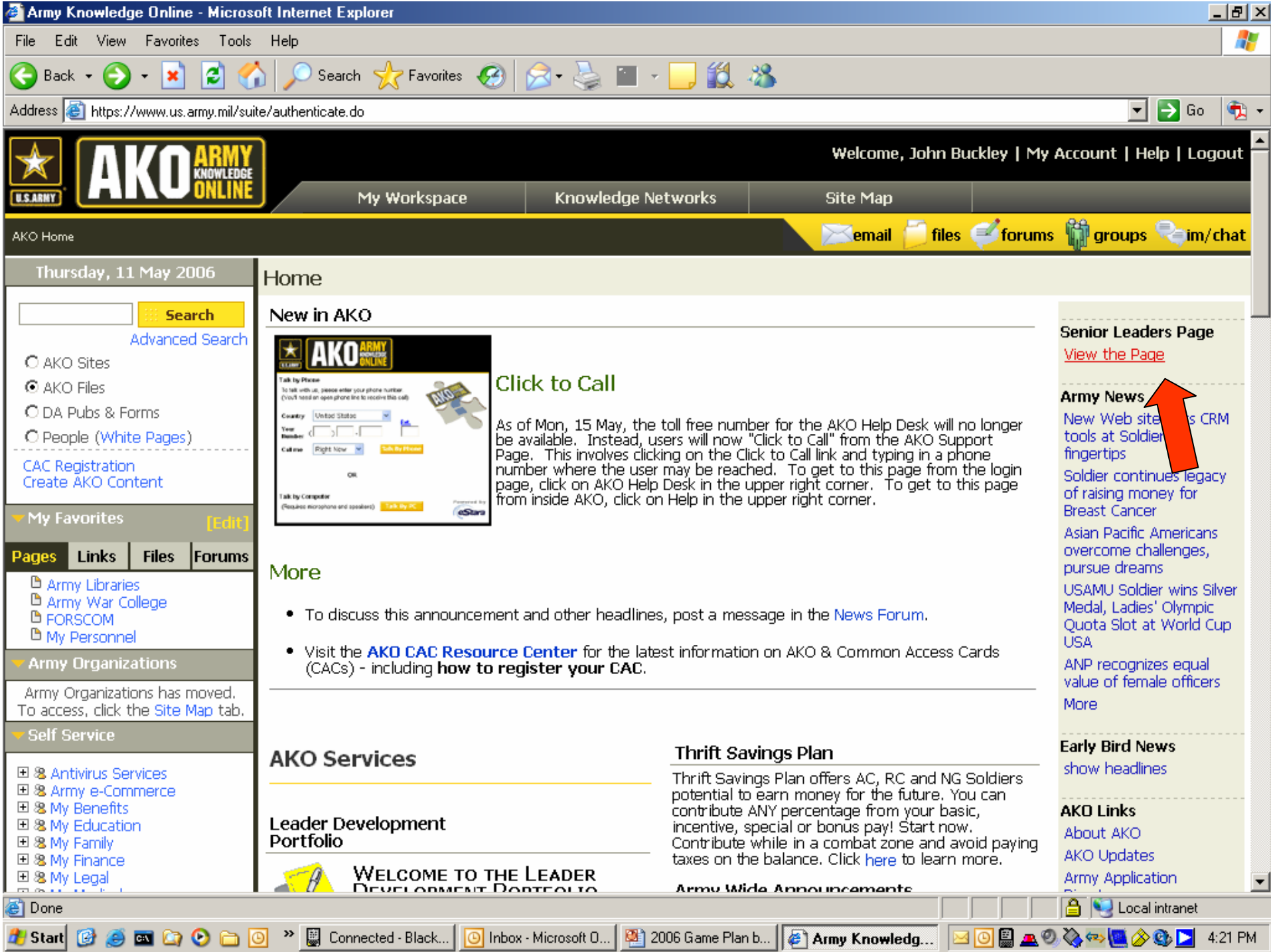
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### Click to Call

As of Mon, 15 May, the toll free number for the AKO Help Desk will no longer be available. Instead, users will now "Click to Call" from the AKO Support Page. This involves clicking on the Click to Call link and typing in a phone number where the user may be reached. To get to this page from the login page, click on AKO Help Desk in the upper right corner. To get to this page from inside AKO, click on Help in the upper right corner.

### More

- To discuss this announcement and other headlines, post a message in the [News Forum](#).
- Visit the [AKO CAC Resource Center](#) for the latest information on AKO & Common Access Cards (CACs) - including **how to register your CAC**.

### AKO Services

#### Leader Development Portfolio



### Thrift Savings Plan

Thrift Savings Plan offers AC, RC and NG Soldiers potential to earn money for the future. You can contribute ANY percentage from your basic, incentive, special or bonus pay! Start now. Contribute while in a combat zone and avoid paying taxes on the balance. Click [here](#) to learn more.

#### Army Wide Announcements

### Senior Leaders Page

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### Army News

- [New Web site has CRM tools at Soldier fingertips](#)
- [Soldier continues legacy of raising money for Breast Cancer](#)
- [Asian Pacific Americans overcome challenges, pursue dreams](#)
- [USAMU Soldier wins Silver Medal, Ladies' Olympic Quota Slot at World Cup USA](#)
- [ANP recognizes equal value of female officers](#)
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### 2006 Army Game Plan

#### DAS Sends:

The 2006 Game Plan describes the strategic challenges we face as we seek to accelerate the momentum we have established to transform our Army. The Game Plan reinforces the centrality, importance, and intent of the Army Campaign Plan.

[DAS Sends](#)  
[2006 Game Plan](#) (Handout - Taking Care of Soldiers and Army Families)  
[Game Plan Public Information Site](#)  
[2006 Game Plan](#) (full document)

### What's New

**May 11, 2006**  
[Stand-To!](#) Future Combat Systems Manned Ground Vehicle Development

**May 10, 2006**  
[Stand-To!](#) Today's Focus: Defense Support to Civil Authorities

**May 9, 2006**  
[Stand-To!](#) Today's Focus: Multi-Component Family Support Network

Oct 7, 2004- present [back issues](#) of Stand-To / Weekly Summary [back issues](#)

### Selected Readings

[SPC Brad Beard's family documents](#)  
[Serving a Nation at War -- A Campaign Quality Army with Joint and](#)

### Army Communication Guide



Every Soldier, civilian and family member affiliated with the Army has a story about the Army to tell???. Your job is to tell the story.

The Army Communication Guide 2006 enables unity of effort through consistent communication planning and provides source information on our strategic initiatives. It is also designed to supplement organizational communication plans while conducting essential dialogue with our Soldiers, the American people, Congress, and other stakeholders whom we serve and upon whom we rely for support.

[Army Communication Guide](#) [Thematic Guidance](#)

### Future Combat Force

[Future Combat Force Strategy Communications Plan- 30 Sep 05](#)

### Modular Force

[Army Force Generation Talking Points-31 Jan 06](#)  
[Army Unit Designations Talking Points- 30 Sep 05](#)  
[Division / BCT Talking Points](#)  
[Stationing Map](#)  
[DoD News Release](#)

### Leader Resources

[CSA Weekly Update](#)  
[Senior Army Leader Resource Page](#)

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[DoD News Release](#)

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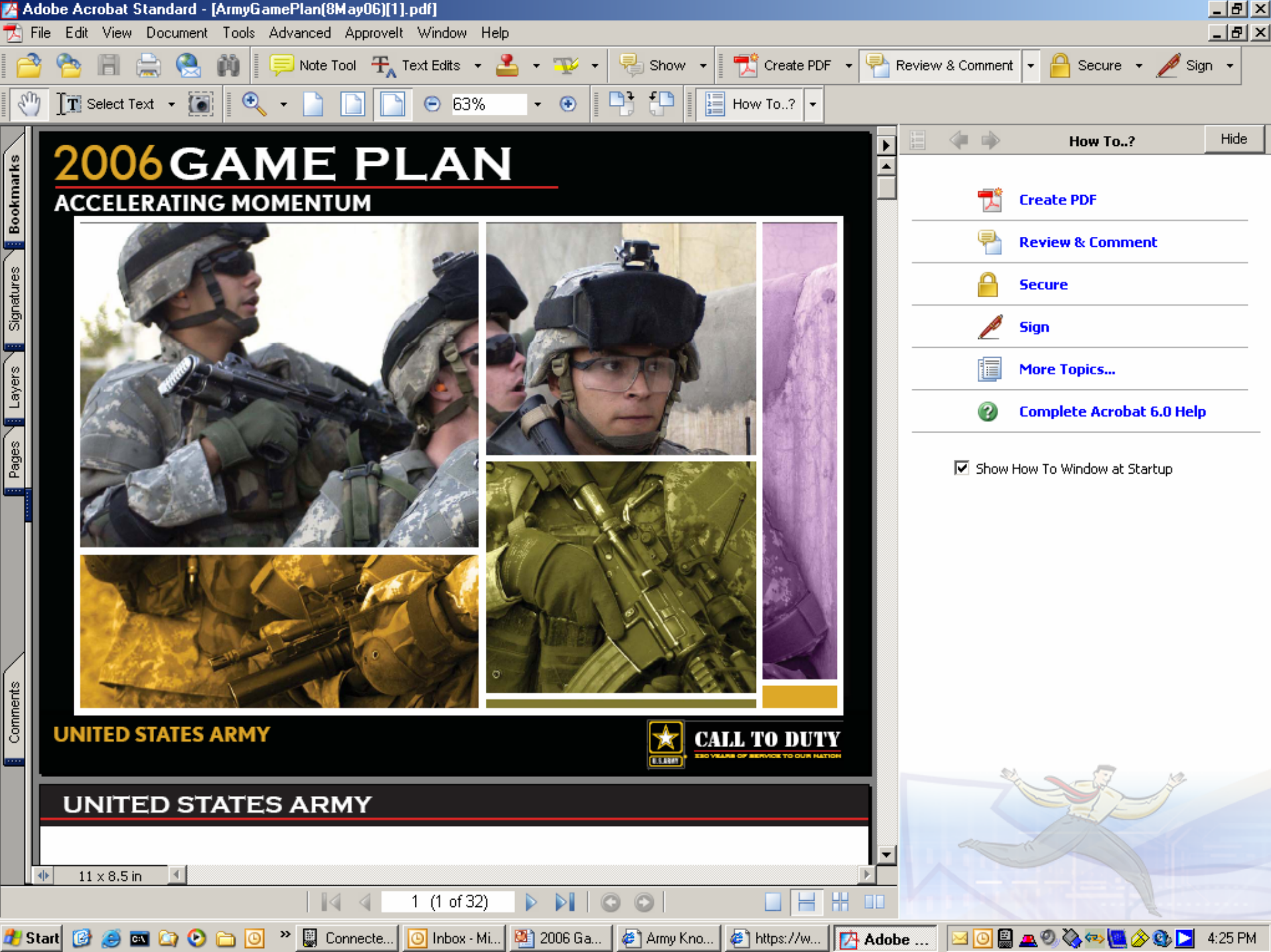
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# UNITED STATES ARMY

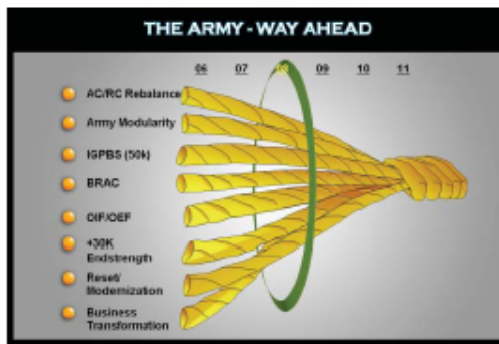
## Accelerating Momentum

We have established tremendous momentum in changing and adapting our Army. Our progress and record of accomplishment is the result of the hard work of our Soldiers, leaders, and civilians – reinforced by the resilience and commitment of our families.

With the support of the President, the Congress, and the Secretary of Defense, we have increased our capabilities to deal with the challenges we face today and to prepare for those we will face tomorrow.

2007 and 2008 will be pivotal years for the Army. We will continue to conduct operations while transforming the force, its global infrastructure, and all of our supporting business processes.

Regardless of the urgency of our mission, we will experience a diminishing window of opportunity to make the changes we need to make (due to downward fiscal pressures we are already facing and other factors). We must therefore accelerate the momentum we have established in recent years, while keeping our programs in balance. We will continue to care for our Soldiers, their families, and our civilian workforce. Your continued superb leadership will be crucial to our success.



## Fully Integrated Plan

The Army Plan provides the framework to guide a number of carefully synchronized initiatives that all contribute to building tomorrow's Army. Like the strands of a rope, these and other initiatives are intertwined and mutually reinforcing. Each strand is essential, driven by strategic necessity. Each is helping to create an Army better postured to continue the long war, while sustaining our global commitments. Each is contributing to improving the lives of our Soldiers and their families. Our plan integrates all of the strands to make our Army stronger – more capable, more ready, and more relevant to the 21st century.

We are creating units that are whole: fully manned, trained, equipped, and supported. We are committed to preparing them for the challenges they will face and to overcoming years of underfunding. If we cannot make our units whole, then we will not build them.

With fewer resources, we will build fewer units. We will not weaken the Army by partially resourcing our units. This would be like removing strands of a rope and expecting it to remain strong. We will not do this. We will shorten the rope before we weaken it.

With more resources, we will build more units, and lengthen the rope. We will accelerate what we are doing – building more whole units – while keeping our programs in balance. Our choice will be one of quality, not quantity.



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Comments

Modernization  
Business  
Transformation

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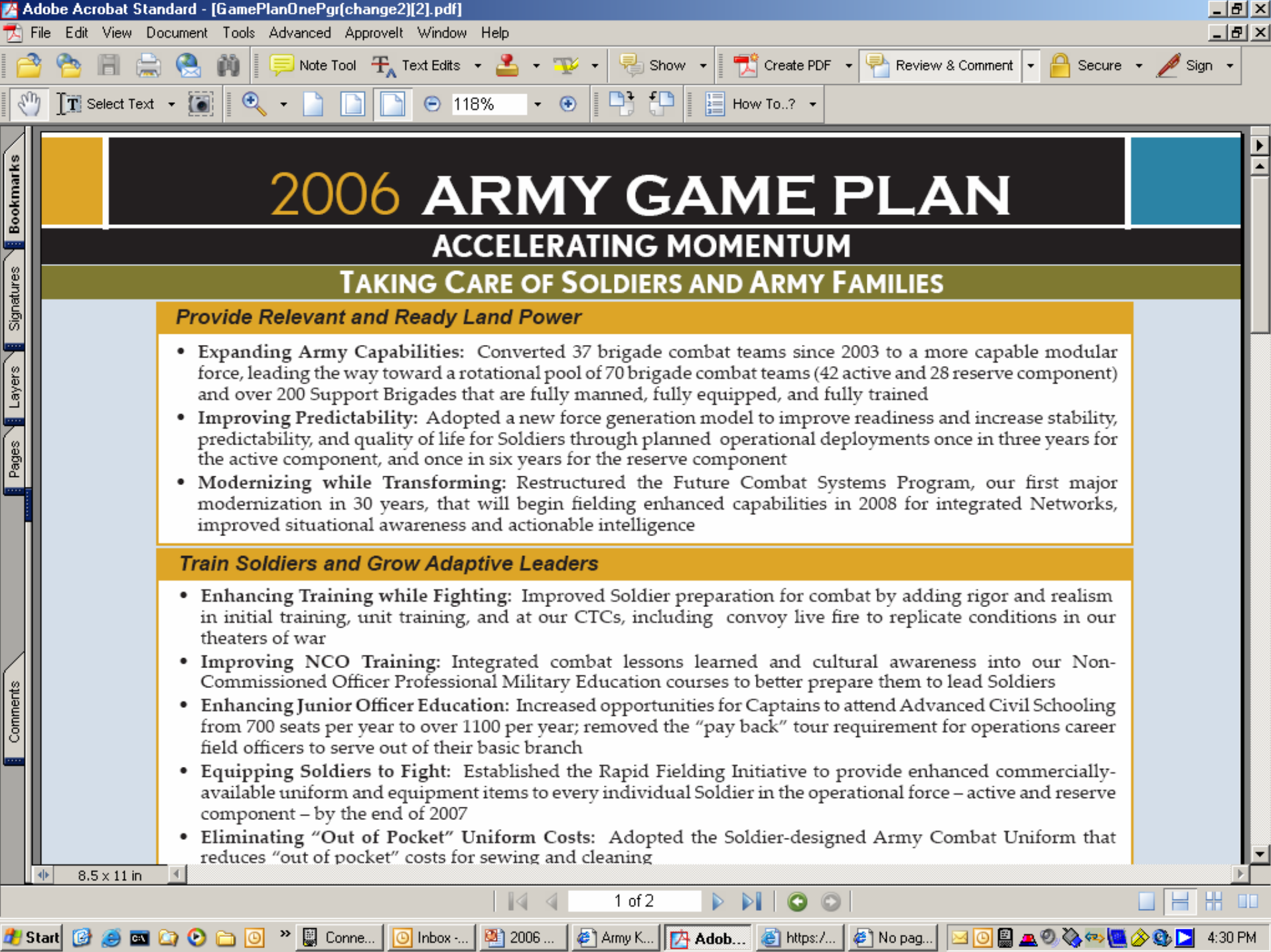
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# 2006 ARMY GAME PLAN

## ACCELERATING MOMENTUM

### TAKING CARE OF SOLDIERS AND ARMY FAMILIES

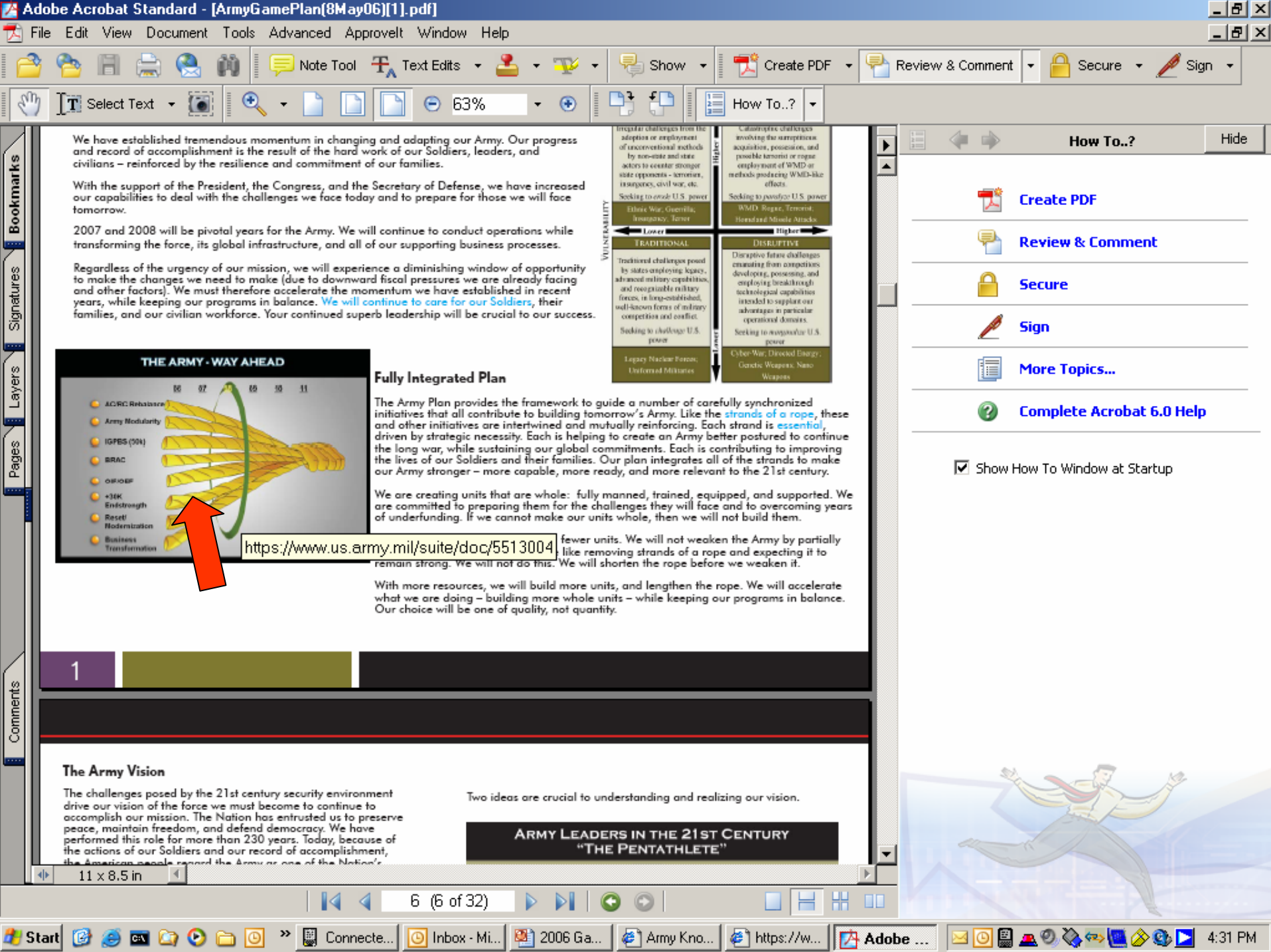
#### *Provide Relevant and Ready Land Power*

- **Expanding Army Capabilities:** Converted 37 brigade combat teams since 2003 to a more capable modular force, leading the way toward a rotational pool of 70 brigade combat teams (42 active and 28 reserve component) and over 200 Support Brigades that are fully manned, fully equipped, and fully trained
- **Improving Predictability:** Adopted a new force generation model to improve readiness and increase stability, predictability, and quality of life for Soldiers through planned operational deployments once in three years for the active component, and once in six years for the reserve component
- **Modernizing while Transforming:** Restructured the Future Combat Systems Program, our first major modernization in 30 years, that will begin fielding enhanced capabilities in 2008 for integrated Networks, improved situational awareness and actionable intelligence

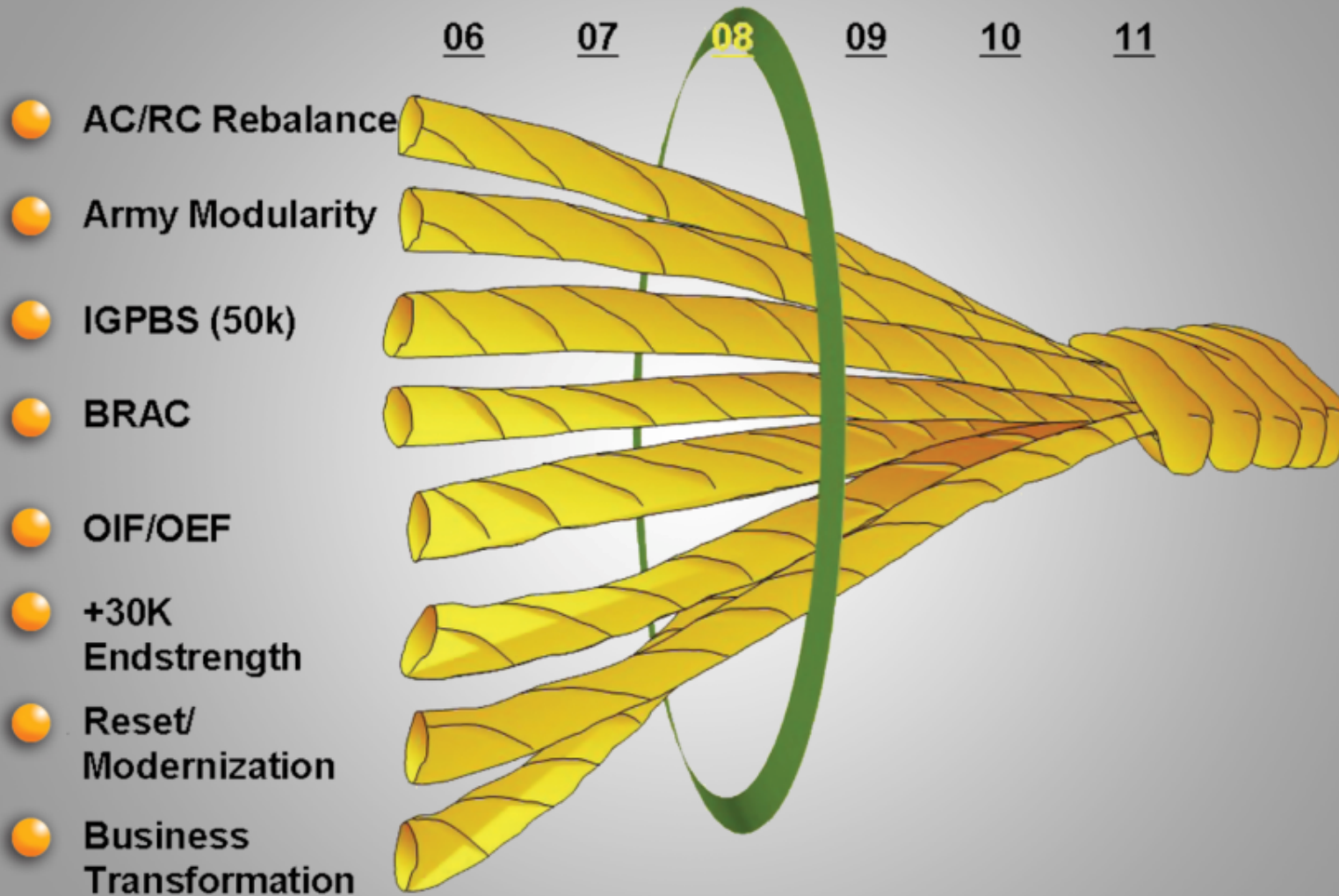
#### *Train Soldiers and Grow Adaptive Leaders*

- **Enhancing Training while Fighting:** Improved Soldier preparation for combat by adding rigor and realism in initial training, unit training, and at our CTCs, including convoy live fire to replicate conditions in our theaters of war
- **Improving NCO Training:** Integrated combat lessons learned and cultural awareness into our Non-Commissioned Officer Professional Military Education courses to better prepare them to lead Soldiers
- **Enhancing Junior Officer Education:** Increased opportunities for Captains to attend Advanced Civil Schooling from 700 seats per year to over 1100 per year; removed the "pay back" tour requirement for operations career field officers to serve out of their basic branch
- **Equipping Soldiers to Fight:** Established the Rapid Fielding Initiative to provide enhanced commercially-available uniform and equipment items to every individual Soldier in the operational force – active and reserve component – by the end of 2007
- **Eliminating "Out of Pocket" Uniform Costs:** Adopted the Soldier-designed Army Combat Uniform that reduces "out of pocket" costs for sewing and cleaning





# THE ARMY - WAY AHEAD

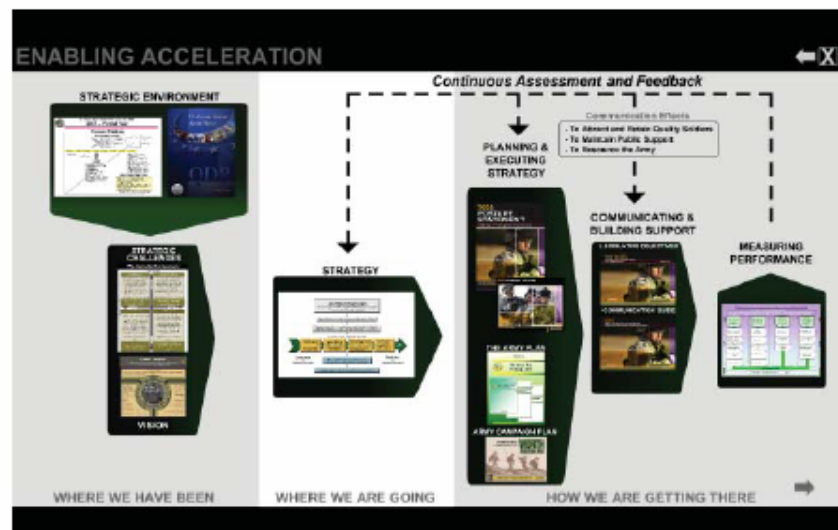
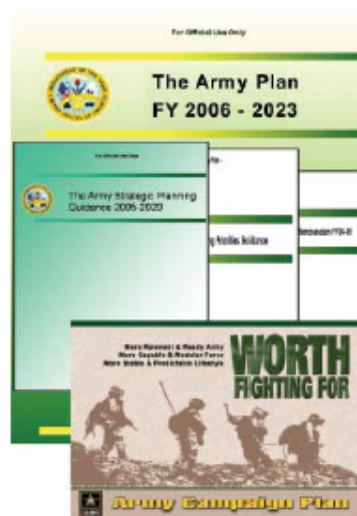


There are four sections of the TAP:

- [Army Strategic Planning Guidance \(Section I\)](#) – Serves as our principal institutional planning document;
- [Army Planning Priorities Guidance \(Section II\)](#) – Translates planning guidance into programming guidance and priorities, and links the four strategies to capabilities needed to accomplish the Army's mission;
- [Army Program Guidance Memorandum \(Section III\)](#) – Provides broad resourcing guidance needed to build Program Objective Memorandum 08-13; and,
- [Army Campaign Plan \(Section IV\)](#) – Provides authoritative direction for planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments.

remain in balance as we seek to accelerate our momentum; and,

- Help us to establish a culture of performance, continuous improvement, and accountability (i.e., realistic standards to measure ourselves in terms of cost, schedule, and performance).



Interactive Presentation

<http://www.army.mil/features/2006ArmyGamePlan/EnablingAcceleration.zip>

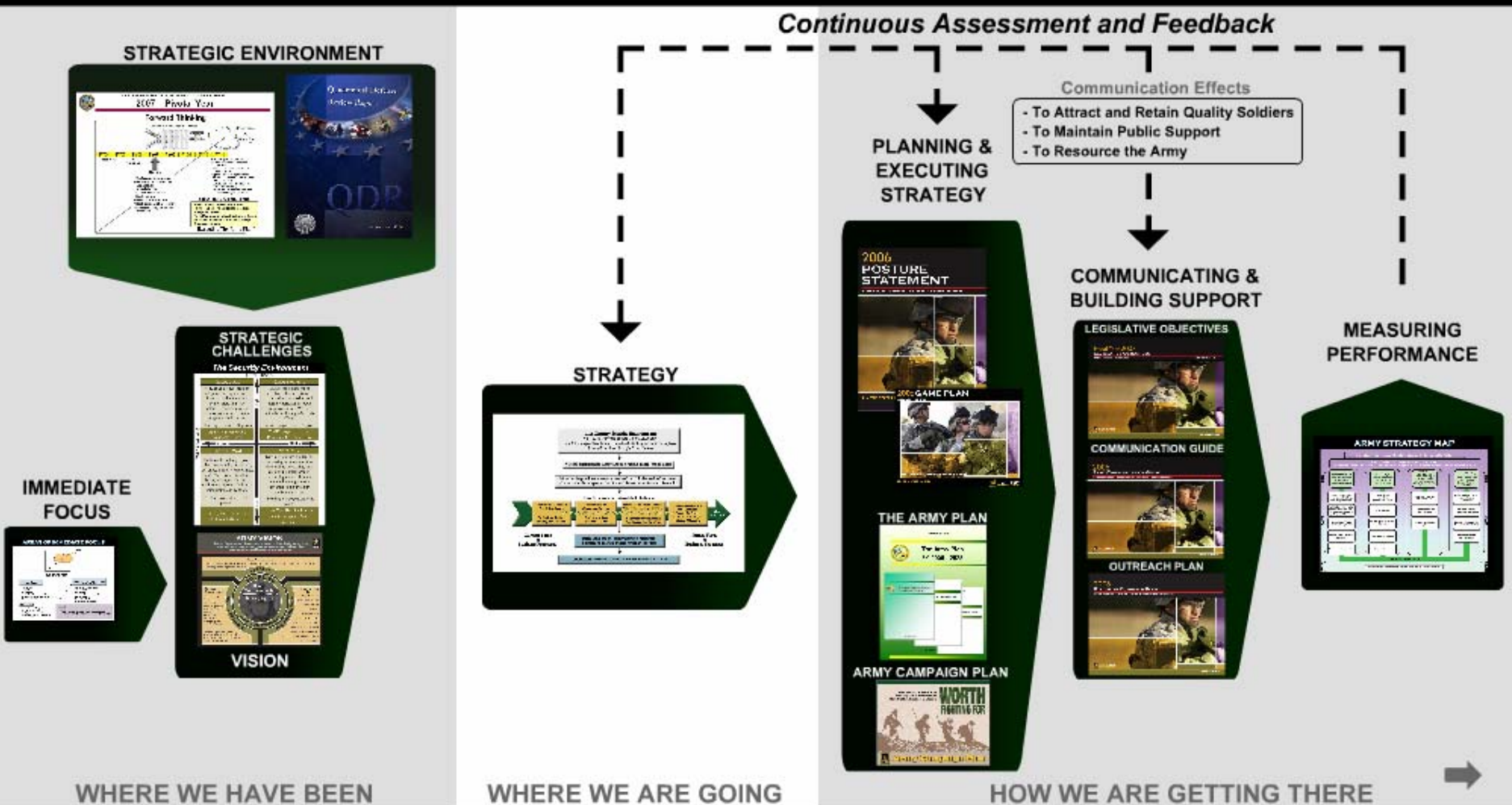
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# ENABLING ACCELERATION





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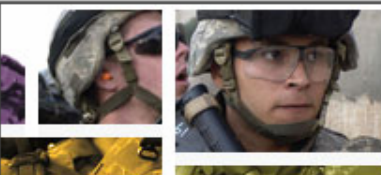
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## Army Game Plan

- [Accelerating Momentum](#)
- [Fully Integrated Plan](#)
- [The Army Mission](#)
- [Creating Pentathlon](#)
- [Shifting Our Center of Gravity](#)
- [Business Transformation](#)
- [Staying on Course](#)
- [Leading Change](#)
- [Leader Priorities](#)

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### Accelerating Momentum

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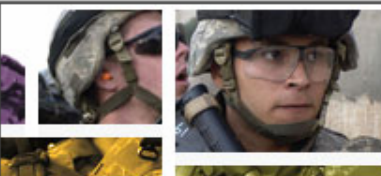
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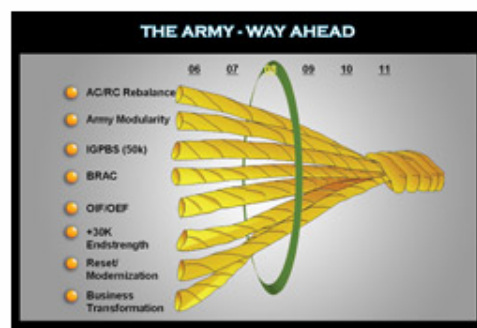
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## Army Game Plan

- [Accelerating Momentum](#)
- [Fully Integrated Plan](#)
- [The Army Vision](#)
- [Creating Pentathletes](#)
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3. [Safety and Composite Risk Management](#)
4. [2006 Quadrennial Defense Review](#)
5. [Future Combat Systems](#)
6. [Force Structure Decisions](#)
7. [Stationing](#)
8. [Army Force Generation Model](#)
9. [Actionable Intelligence](#)
10. [Adapting the Army Command Structure](#)
11. [Reorganization of the Senior Civilian Executive Service](#)
12. [Business Transformation](#)
13. [Strategic Management System](#)
14. [Army Focus Areas](#)
15. [Communicating and Building Support](#)
16. [Operational Vice Strategic](#)

## Enclosure 1: Planning and Execution

The Army Plan (TAP) prescribes guidance for applying resources to execute our four overarching, interrelated strategies. The TAP also provides guidance on how we will balance our operational needs while transforming into a modular force capable of achieving our mission and our Title 10 requirements. Executing the TAP will ensure our Soldiers receive the best training, leadership, equipment, and quality of life our Nation can deliver.

There are four sections of the TAP:

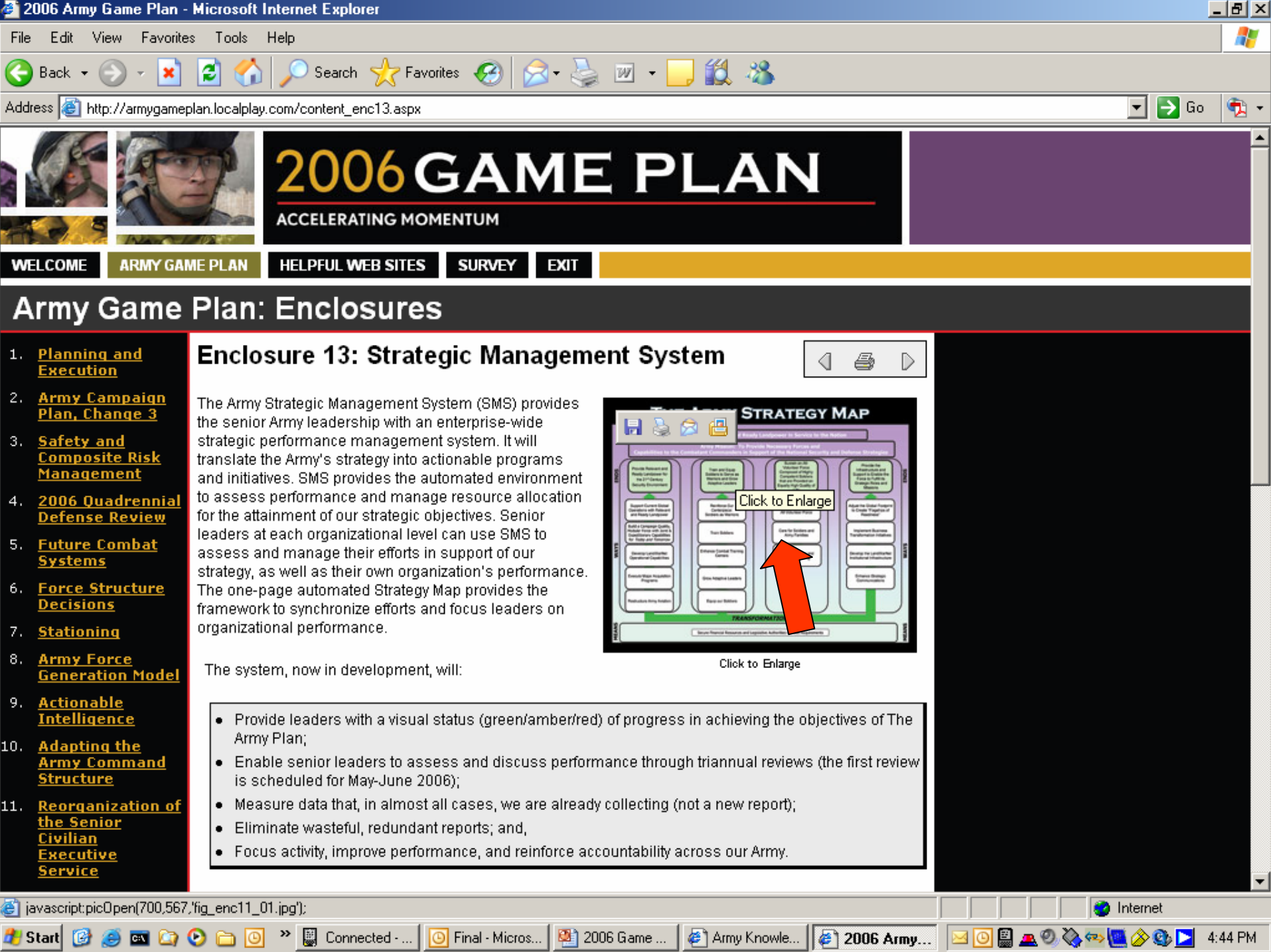
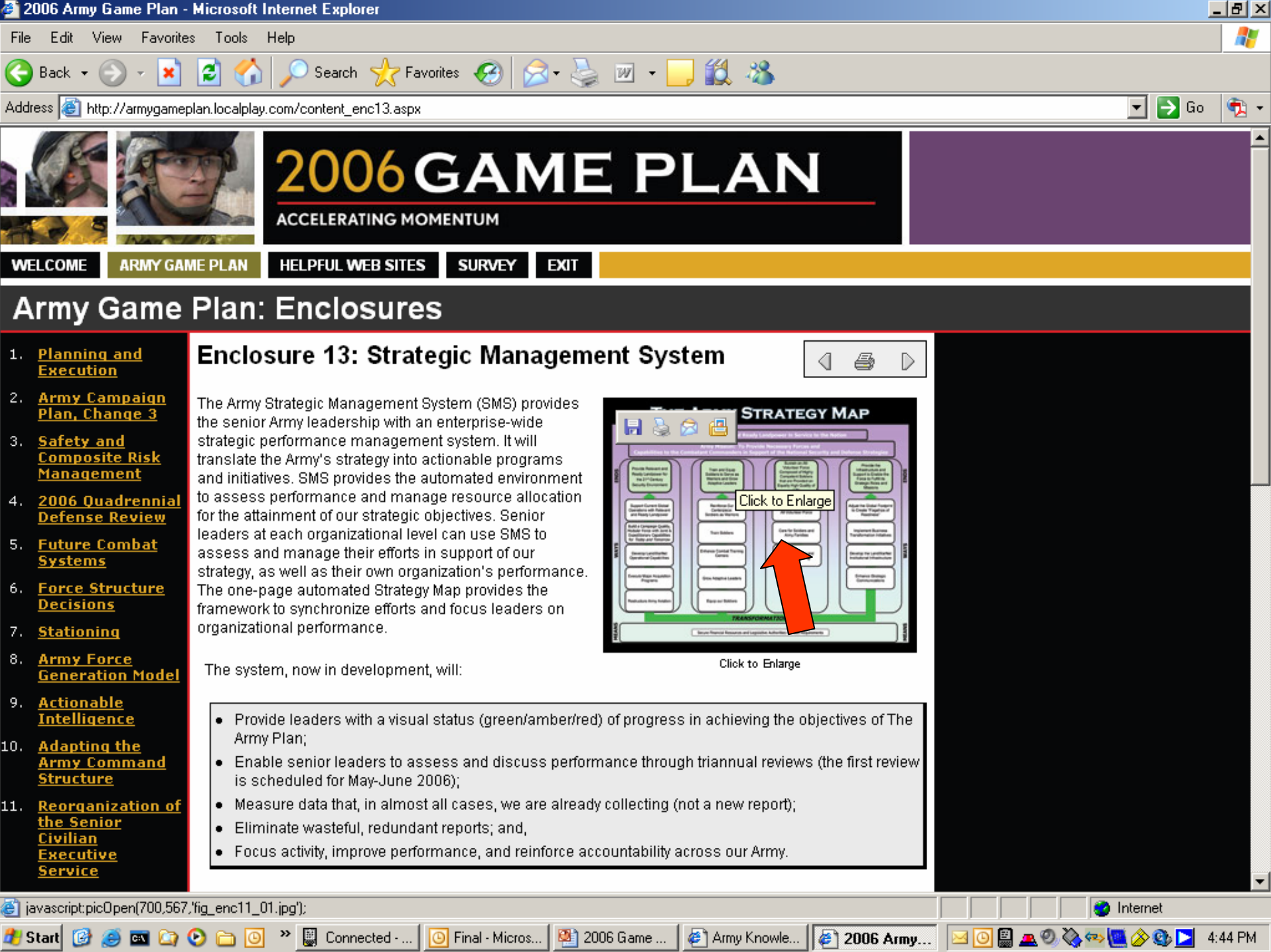


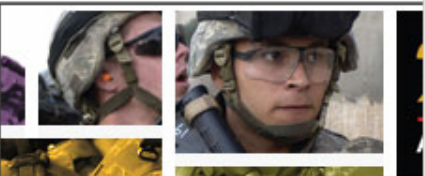
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- [Army Program Guidance Memorandum \(Section III\)](#) – Provides broad resourcing guidance needed to build Program Objective Memorandum 08-13; and,
- [Army Campaign Plan \(Section IV\)](#) – Provides authoritative direction for planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments.

The graphic below conveys the cyclical nature of Army strategic planning and the relationship and interdependence of a family of strategic documents. It emphasizes our effort to develop, execute, communicate, and measure the TAP. The results of continual feedback and assessment will:

- Help us to identify where we might need to shift resources and emphasis to remain in balance as we seek to accelerate our momentum; and,
- Help us to establish a culture of performance, continuous improvement, and accountability (i.e., realistic standards to measure ourselves in terms of cost, schedule, and performance).





WELCOME ARMY GAME PLAN

## Army Game Plan:

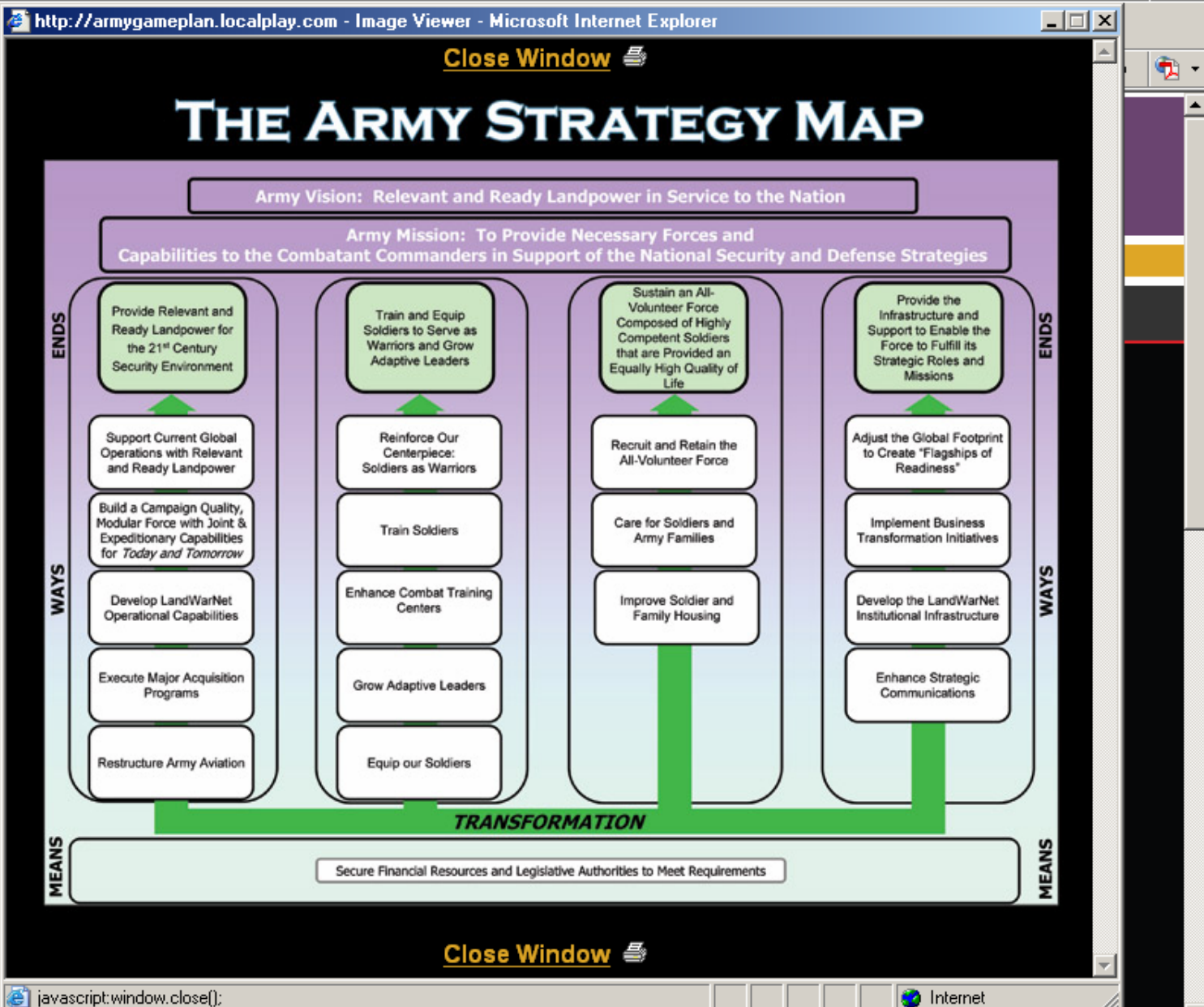
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11. [Reorganization of the Senior Civilian Executive Service](#)

### Enclosure

The Army Strategy is the senior Army strategic plan that translates the Army's vision and mission into strategic goals and initiatives to assess progress and ensure the Army is prepared to meet the challenges of the future. The one-page framework to organization.

The system

- Provide Army P
- Enable is sche
- Measu
- Elimin
- Focus





# 2006 GAME PLAN

ACCELERATING MOMENTUM



UNITED STATES ARMY



**CALL TO DUTY**  
230 YEARS OF SERVICE TO OUR NATION





# Purpose

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## The Game Plan:

- Describes the strategic challenges we face.
- Reinforces the centrality, importance, and intent of the Army Campaign Plan.
- Provides a strategic context consistent with the 2006 Quadrennial Defense Review and 2006 Army Posture Statement.
- Reaffirms The Army Plan that is synchronizing our execution of the four overarching interrelated strategies.
- Introduces the Army Strategic Management System and approved Army Strategy Map that will assist us in measuring our performance.
- Provides a strategic framework that will complement strategic engagement and help create common themes and messages.

***Nothing in the Game Plan is new ... it represents the integration of work we have done together.***



- [illegible]

- The Game Plan provides to the Army a common perspective and ensures unity of effort in realizing the Army Vision.
- The Game Plan provides, in one location, the strategic framework, Vision, Army Strategy, The Army Plan, Legislative Objectives, Communication Guide, Strategy Map, QDR, Posture Statement, Focus Areas ... and more for senior leaders to use.
- The Game Plan explains how Army processes have adapted to align with ongoing transformation and modernization.
- The Game Plan is enduring...*2006 and beyond*; and, strategic...focused on *accelerating momentum* and *balancing growth*.
- The Game Plan signals leader commitment to measuring performance (The Army Strategy Map).



# Leading Change

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- Our collective focus has enabled our ongoing modular conversion, improved the balance of our Army, increased cohesion within our units, and improved predictability for our Soldiers and their families.
- Transforming while waging war is exceptionally difficult, but we are on the right path.
- Success requires us to accelerate momentum
  - ➔ Stick with the priorities
  - ➔ Adhere to the concept and outline of our plan